



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**ACQUISITION LOGISTICS AND TECHNOLOGY**  
**103 ARMY PENTAGON**  
**WASHINGTON DC 20310-0103**  
**18 AUG 2003**

Dr. Joseph Braddock  
Chair, Army Science Board  
2511 Jefferson Davis Highway, Suite 11500  
Arlington, Virginia 22202

Dear Dr. Braddock:

I request the Army Science Board (ASB) conduct an Ad Hoc study on Combat Identification (Combat ID) Strategies for Current, Stryker, and Objective Forces. The study should address, but is not limited to, the Terms of Reference (TOR) described below. The ASB members and consultants appointed to this study should consider the TOR as guidelines and may expand the study to issues considered important to the study. Modifications to the TOR must be addressed with you.

Background:

a. Fratricide is a serious problem that can cause disastrous effects within a unit. Fratricide increases the risk of unacceptable losses and the risk of mission failure. Fratricide seriously affects the unit's ability to survive and function. Observations of units experiencing fratricide include:

- (1) Hesitation to conduct limited visibility operations.
- (2) Loss of confidence in the unit's leadership.
- (3) Increase of leader self-doubt.
- (4) Hesitation to use supporting combat systems.
- (5) Over supervision of units.
- (6) Loss of initiative.
- (7) Loss of aggressiveness during fire and maneuver.
- (8) Disrupted operations.
- (9) Needless loss of combat power.
- (10) General degradation of cohesion and morale.

b. The Director, Force Development, Office of the Deputy Chief of Staff for Programs has established a Combat ID Overarching Integrated Product Team (OIPT) to review and synchronize Combat ID efforts and to provide budgetary recommendations for the Fiscal Years 2006-2011 Program Objective Memorandum (POM). As an adjunct to the Office of the Deputy Chief of Staff, G-8 (ODCS, G-8) Combat ID OIPT effort, request that you form an Ad Hoc study group on Combat ID to assist in this effort, assess what areas require additional emphasis, and whether the short- and long-term strategy are sound and affordable, and maximize combat effectiveness.

**TOR:**

a. Review prior studies that have dealt with fratricide from current operations back to Operation Desert Storm/Operation Desert Shield. This review should provide an analysis of past incidents and whether the Army has successfully mitigated the circumstances that caused the previous incidents.

b. The study should next address possible solutions to obviate fratricide in the Current and Stryker Forces (mounted, dismounted, air-to-ground, etc.) and their viability in terms of cost, schedule, and performance.

c. Perform an analysis of cooperative vs. noncooperative Combat ID solutions to assess the circumstances where one or the other provides a "better" solution to limit fratricide.

d. Perform an assessment of whether sufficient information exists for a shooter to engage a target if there is a "nonresponse" in a cooperative system engagement.

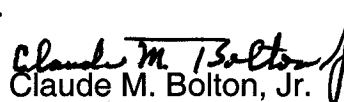
e. Perform a cost-benefit analysis of currently available Combat ID solutions with the intent to bridge the gap between Current and Stryker Forces and the Objective Force.

**Study Support:** The ODCS, G-8 point of contact is COL Lance Carroll, Chief, Technical Integration Division, (703) 602-7590.

**Study Duration:** Please initiate the study in August 2003, provide an interim progress report in September and report out during October 2003.

Special Provisions: Conduct the study within the provisions of Public Law 92-463 (Federal Advisory Committee Act) and appropriate Department of Defense and Army Regulations. It is not anticipated that this inquiry will go into any "particular matters" within the meaning of Section 208, Title 18 of the United States Code.

Sincerely,

A handwritten signature in black ink, reading "Claude M. Bolton, Jr." with a stylized flourish at the end.

Claude M. Bolton, Jr.  
Assistant Secretary of the Army  
(Acquisition, Logistics and Technology)